

Appendix K:

Montana State Agencies for History, Heritage, Arts, Agriculture, Commerce, and Revenue Actions

Tourism and Recreation Goals and Actions

Montana's ten tourism goals were developed from prioritized issues and opportunities identified by Montana citizens, businesses, and other tourism and recreation stakeholders during statewide public workshops, an online survey, and other meetings and interviews. These goals provide the framework for turning Montana's tourism Vision into reality by 2012.

Actions Identify Steps to Achieve Goals

To realize each of the goals, specific actions were developed, along with objectives to measure the accomplishment of each action. This appendix lists only the actions for which the Montana Historical Society, Montana Heritage Commission, Montana Arts Council, Departments of Agriculture, Commerce, and Revenue are responsible to implement and/or report.

Descriptions of the actions begin on the next page, including priority level and responsible partners to lead and assist with implementation (the first partner listed in bold is the lead while the others are partners to support or assist). Partner categories are color-coded, as noted below. A table listing and summarizing all actions, with their priority level, timeline, and responsible parties, appears at the end, along with a key to the partner codes.

Responsible Partner categories color coding key:

BLUE	Travel Montana
YELLOW	TAC, State & Local Government (policy makers)
RED	Tourism Regions & CVBs
GREEN	State & Federal agencies (other than Travel Montana)
GRAY	Business and business associations (Chambers, MIKA, TIAM, etc.)
FUSCHIA	MTTA, Tribes, MIBA, BIA
WHITE	Nonprofit organizations (no shading)

Goal 1: Increase four-season tourism revenues statewide through effective marketing and promotions, focusing on high-value, low-impact visitors.

Action 1.1: Implement highly targeted consumer advertising and promotion campaigns, based on strategic marketing plans, and track/report results. Coordinate highly effective promotion efforts among state, regional, local, and private partners to maximize reach to specific target and niche markets, achieving lower costs, broader impact, and higher return on investment. Increase the percentage of funding used for proactive publicity and media relations, and web-based relationship marketing, compared to paid advertising placements.

1.1.e. Enhance tracking and reporting of results and return on investment (ROI) from state, regional, and CVB advertising efforts. Respond to consumer inquiries with Montana information, and maintain databases of inquiries by date, source code, and interest. Pool state, region, and local funds and databases to conduct advertising conversion research, or use other online survey tools to determine the characteristics, spending, and decision-making habits of potential/converted Montana travelers, and return on investment (ROI) of marketing efforts. Obtain monthly lodging tax collection reports, to observe results from specific campaigns and efforts, and use the information to improve future ROI.

Priority: High

Responsibility: TM, REG, CVB, ITRR, DOR

Measurable Objectives:

- Conduct research annually to measure results of advertising and web marketing, and improvements in return on investment (ROI).
- Report results of research to Strategic Plan stakeholders.

Responsibility to track/report: Travel Montana, Regions, CVBs

Action 1.3: Work collaboratively with other tourism marketing partners to plan and implement priority marketing efforts.

Montana has limited public and private resources for tourism marketing compared to other destinations. By partners working together to plan strategically and leverage resources, Montana can maximize its effectiveness.

1.3.a. Host an annual Marketing Plan meeting between Travel Montana, Regions, CVBs, Tourism Advisory Council, MTTA, and other state/federal agencies involved in tourism and recreation, to coordinate the marketing planning process. Schedule the meeting in January or February prior to the region/CVB Marketing Plan deadlines. Highlight successful programs. Discuss and identify priority target markets, state marketing strategies to reach each market, and ways to coordinate and leverage state and local marketing efforts. Discuss the relationship between tourism marketing and public land/facility management capacity, and how results of marketing strategies will be measured by all partners.

Priority: High

Responsibility: TM, TAC, REG, CVB, FWP, MHS, MDT, MAC, MHC, NPS, USFS, BLM, FWS, COE, MTTA, TIAM, MSA

Measurable Objectives:

- Achieve at least 80% participation from representatives of regions, CVBs, TAC, MTTA, and state and federal agencies.
- Develop successful outcomes as measured by participant evaluations.

Responsibility to track/report: Travel Montana

1.3.b. Implement the new Montana tourism brand to enhance the state's image and message in priority markets.

Priority: High

Responsibility: TM, REG, CVB, BIZ, MTTA, DOAg, FWP, DOC, MHS, MAC, MHC, DNRC

Measurable Objectives:

- Encourage tourism and recreation partners statewide to incorporate the Montana brand into marketing efforts.
- Where appropriate, encourage other state departments/agencies to use the brand in their marketing efforts.

Responsibility to track/report: Travel Montana, Regions, CVBs, MTR, MTTA

1.3.d. Create cooperative marketing campaigns between agriculture and tourism. Identify key businesses/trade groups in agriculture and tourism, and form marketing/advertising partnerships. Collaborate to pinpoint mutually-beneficial images/themes. Work with agricultural marketing groups to create campaigns and leverage advertising dollars.

Priority: Low

Responsibility: TM, DOAg, REG, NPO, BIZ, MTTA

Measurable Objectives:

- Create one new cooperative marketing campaign between agriculture and tourism annually.
- Highlight cooperative marketing efforts in e-newsletter, and at regional workshops.

Responsibility to track/report: Travel Montana, MT Dept. of Agriculture

Action 1.4: Improve Montana's Visitor Information System to extend visitor stays and spending.

Visitor information systems are part of an integrated and comprehensive tourism marketing strategy. While traveling in Montana via highway, air, or rail, visitors need a comprehensive system of information for a successful vacation experience. An integrated system directs travelers to places they otherwise would not visit.

According to ITRR research, 10%-30% of nonresident travelers to Montana stop at state visitor centers. While this is a significant number of Montana travelers (1-3 million), the official visitor centers miss 70% to 90% of travelers. Therefore, other facilities/agencies that offer visitor information need to be integrated as part of a comprehensive statewide system. Additionally, other components of a comprehensive visitor information system are needed such as free wi-fi, podcasts, RSS feeds, video downloads, etc.

All of Montana's state, federal, local, and tribal partners should work together to create an improved system of information, cross-promotion, and even facility/event/activity bookings. Promote the system through travel web sites, visitor guides, and partners.

1.4.e. Expand displays of Montana destinations and products at State rest areas, airports, train stations, and visitor centers. Integrate Montana's VICs, rest areas, chambers of commerce, airports, and train stations into State economic development efforts by showcasing Montana's heritage and economy. Highlight Montana destinations and products in materials, furnishings and displays sponsored by business and nonprofit groups, such as products from Made-in-Montana and Grown-in-Montana. Work with local/regional organizations to voluntarily maintain displays with current information.

Priority: Medium

Responsibility: TM, MDT, DOC, MTTA, BIZ, CC, NPO, MEDA

Measurable Objectives:

- Develop system with MDT and airport managers by 2009 to enhance traveler information available at rest areas and airports.
- Implement system of enhanced information about Montana and its products, and maintain/expand annually.

Responsibility to track/report: Travel Montana, MDT, Chambers of Commerce

Goal 4: Enhance and preserve Montana's culture and history (historic sites, museums, art, music, etc.).

Action 4.1: Promote Montana's existing historic and cultural assets for the enjoyment of residents and visitors.

4.1.a. Use local historic/cultural/tribal attractions as venues for conferences, events and educational seminars. Work cooperatively to use historic/cultural attractions, sites, and guided services as interesting venues for meeting and convention receptions/events, and to provide exposure and revenue for those attractions/services. Host receptions and tours at museums, galleries, theaters, Lewis & Clark sites, etc., and educational workshops

and forums at historic sites like Virginia City. Use creative venue ideas for recruitment of conventions. Create annual statewide CVB/venue awards for creativity.

Priority: High

Responsibility: CVB, REG, BIZ, MHS, MHC, MAC, TM, MTTA

Measurable Objectives:

- Use historic/cultural facilities at least 50 times annually as venues for visiting conference groups (4+/year/CVB).

Responsibility to track/report: CVBs, MTTA, MHC

4.1.b. Develop artisans/craftsmen trails statewide to highlight Montana's history and culture. Highlight the many Montana artists and craftsmen via 'Artisan Corridors or Trails' to attract high-value, low impact travelers. Identify artisans, craftsmen, and annual art/craft events. Define regional Artisan Trails to be promoted, and develop marketing opportunities and funding sources. Ensure protection of intellectual and artistic property rights.

Priority: Medium

Responsibility: DOC / TM, MAC, MHS, UNIV, MTTA, REG, NPO

Measurable Objectives:

- Identify at least two trails per region, with theme and art/craft/history/culture/tribal highlights along each, by 2010.
- Develop and implement marketing strategy for trails by 2011.

Responsibility to track/report: Travel Montana, MAC, MHS, Regions, MTTA

4.1.c. Enhance the online statewide calendar of arts/cultural/historical/tribal events. Maximize arts/cultural/historical events promotion by creating a comprehensive online calendar that is searchable by topic, date, or location. Encourage regional, local, and tribal stakeholders to contribute to and use the online calendar. Disseminate directions for calendar input to all stakeholders. Seek to integrate existing calendars of events provided by private arts publications into state and regional web sites.

Priority: High

Responsibility: TM

Measurable Objectives:

- Develop a comprehensive searchable calendar solution by December 2010.

Responsibility to track/report: Travel Montana, MAC, MTTA

4.1.e. Plan and promote commemorations of historic events in Montana (i.e., David Thompson Bicentennial in NW Montana 2008-2011 and others).

Highlight historic and cultural events as appropriate to attract heritage and cultural travelers. Identify upcoming commemorations of cultural and historic events, and strategies to market them.

Priority: Medium

Responsibility: MHS, TM, MTR, REG, CVB, NPO, BIZ, CC, TRB

Measurable Objectives:

- Develop and implement three marketing strategies for the David Thompson Bicentennial Commemoration annually in 2009, 2010, and 2011.
- Annually identify and promote other commemorations.

Responsibility to track/report: MHS, Glacier Country, Travel Montana

Action 4.2: Improve and maintain infrastructure, facilities, and services to support heritage and cultural tourism in Montana.

Travelers have become more sophisticated and affluent, and their tastes and expectations have changed. They expect interactive and stimulating displays, professionally printed signs and display labels, well maintained facilities, spotless restrooms, attractive landscaping, and well-trained staff with confident interpretive skills. In exchange, these travelers willingly support high quality facilities and services with entrance fees, retail purchases, gratuities, and donations.

4.2.a. Enhance the interactivity and quality of Montana interpretive displays, programs, and facilities for visitors. Create partnerships and combine resources to produce professional, accurate interpretive programs, tapes, signage, etc., for guided/self-guided tours. Enhance sites and facilities to accommodate educational programming, workshops, school field trips, and “volun-tourists” to assist with project work. Where appropriate, consider partnering with businesses to sponsor, enhance, or manage programs and facilities. Incorporate age-appropriate programs/activities for children and youth.

Priority: High

Responsibility: MHS, MAC, FWP, NPS, USFS, COE, BOR, BLM, FWS, TRB, NPO

Measurable Objectives:

- Complete enhancements to at least two facilities per region annually.

Responsibility to track/report: MHS

4.2.c. Improve infrastructure at historic, tribal, and cultural sites to expand visitation and seasons. Montana’s historic and cultural facilities often are limited to small numbers of visitors, or summer visitation, because of infrastructure issues like parking, utilities, and housing. Evaluate historic/cultural sites, and identify locations where investment in infrastructure or facilities could significantly increase visitation and revenue opportunities (i.e., Virginia City, Glacier National Park Lodges, state parks). Develop a state heritage tourism marketing strategy.

Priority: Medium

Responsibility: MHS, MHC, MTRI, NPS, FWP, TRB, MTTA, LG, TM (TIIP)

Measurable Objectives:

- Identify and prioritize a list of facility upgrades and funding sources by December 2008.
- Implement infrastructure improvements to at least one facility per region annually.

Responsibility to track/report: MHS, MHC, MTRI, NPS, FWP, MTTA, TM (TIIP)

4.2.d. Revitalize Montana’s historic downtowns as vibrant destinations for travelers. Tap assistance from the Montana Main Street Program, Montana Historic Preservation Office, Montana Historical Society, and National Main Street Center, to designate historic districts, obtain resources for restoration and redevelopment, and to interpret Montana’s community history.

Priority: High

Responsibility: MHS, MMS, CC, BIZ

Measurable Objectives:

- Complete at least one assistance project annually in each of Montana’s Main Street communities.

Responsibility to track/report: MHS (SHPO), MT Main Street, CC

Action 4.3: Continue efforts to preserve Montana Tribal culture (stories, language preservation, cultural preservation workshops, tribal museums/interpretive centers, tribal arts).

4.3.a. Identify tribal fine arts, museums, events, and activities that emphasize nature, ethno-botany, and opportunities to observe and learn more about native culture. Encourage efforts to preserve oral histories and languages of Montana’s Indian people and their places as told by tribal members. Collaborate to promote tribal culture, heritage and cultural tourism through workshops and other educational events for the benefit of reservation residents and visitors.

Priority: High

Responsibility: MTTA, TRB, MIBA, MHS, MAC, DOC

Measurable Objectives:

- Bring a tourism relevant component to existing oral history and language projects, and annually identify those activities where this has occurred.
- Conduct at least one workshop per Montana Indian reservation annually to discuss cultural tourism opportunities.

Responsibility to track/report: MTTA

Goal 5: Support appropriate tourism business growth, including new tourism products and services, for target customer markets.

Action 5.1: Cultivate opportunities to leverage private and public dollars to create tourism products and attract new tourist markets.

5.1.c. Encourage use of Montana products by restaurants, markets, retail shops, and suppliers, to add value to local businesses and traveler experiences. Link Farmers' Markets and Made/Grown-in-Montana programs to tourism promotion. Provide information in travel guides and web sites, and at VICs. Encourage producers to become active in local/regional tourism organizations, and network with tourism businesses to buy and/or promote their products.

Priority: Medium

Responsibility: DOC, DOAg, BIZ, REG, CVB, TRB, EDO

Measurable Objectives:

- Identify/highlight local products in tourism marketing publications and web sites.
- Network with local producers at tourism meetings and workshops.
- Promote farmers markets, artisan shows, gallery tours, and other events that highlight local products.
- Ask restaurants to use local products for tourism meetings, workshops, etc.

Responsibility to track/report: DOC, DOAg, Regions, CVBs

Goal 6: Address tourism and recreation professional development, workforce availability, and affordable housing issues.

Action 6.1: Enhance professional development opportunities and requirements for staff and board members of Montana tourism and recreation-related organizations.

Raise the bar of professionalism through certifications and incentive-based rewards for staff, and through board training for tourism, recreation, historic, and cultural organizations.

6.1.b. Sponsor training for staff and volunteer board members of tourism, recreation, historic, and cultural organizations and agencies, using information provided by the Destination Marketing Association International (DMAI), Tourism Industry Association, ESTO, MNA, the National Association of Interpretation, National Recreation & Parks Association, National Main Street Center, etc.

Priority: High

Responsibility: REG, TM, MHS, MAC, MHC, NPS, USFS, FWS, COE, FWP, MMS, MTTA, MNA

Measurable Objectives:

- Sponsor at least one training per region annually regarding nonprofit organization management.

Responsibility to track/report: Regions

Action 6.2: Improve systems to augment Montana's seasonal workforce for tourism and recreation.

6.2.b. Seek volunteers and volun-tourists to augment Montana's seasonal workforce and help with local recreation projects through volunteer opportunities web listings. Increasingly, travelers seek short and long-term volunteer opportunities to make their travel experiences more meaningful. Visitor centers, public campgrounds, land management agencies, and historic/arts groups seek volunteers to help with hosting, trail work, facilities rehabilitation, arts events, reenactments, etc. National volunteer opportunity listings are available at web sites like www.TakePride.com, www.Volunteer.gov, www.Workamper.com, and others. Partner with these sites to list Montana volunteer opportunities, provide links to the sites from state, regional and local tourism web sites, and list the sites in visitor guides. If necessary, work with DLI to create a central Montana volunteer opportunities online listing.

Priority: Medium

Responsibility: FWP, MHS, MHC, DLI, USFS, NPS, FWS, BOR, BLM, TRB, CC, TM

Measurable Objectives:

- Increase listings on state and national web sites for Montana volunteer opportunities.
- Provide ongoing links to volunteer opportunity listings from state/regional/local tourism web sites by March 2008.

Responsibility to track/report: MTRI, Travel Montana

Action 6.3: Encourage use of local development incentives and federal funds for construction of affordable workforce housing.

Workforce availability is an increasing challenge for the tourism industry, and a key factor in workforce availability is affordable housing. City and county governments, housing authorities, and the U.S. Departments of Housing & Urban Development and USDA have development policy options and funding programs for developers and nonprofit housing groups, to increase the inventory of affordable housing in communities. Work with funding agencies to pursue such development.

Priority: Medium

Responsibility: LG, BIZ, CC, NPO, HUD, USDA, TRB

Measurable Objectives:

- Promote development incentives through local realtors, developers, contractors, and city/county planning offices.
- Increase the number of affordable housing units annually in targeted areas.

Responsibility to track/report: DOC, Chambers, EDO

Goal 7: Improve Montana's transportation system for both residents and visitors.

Action 7.6: Develop a user-friendly handbook to provide information about the highway signing process to businesses, attractions and other tourism-related groups, including use of international symbols (symbol signs).

Invite tourism businesses, historic/cultural groups, and state/federal agencies to participate in the completion of a user-friendly highway sign process handbook by the end of 2009. The handbook should explain the Manual of Uniform Traffic Control Devices (MUTCD), use of symbol signs, the Tourist-Oriented Directional Sign (TODS) and LOGO program, and the rationale for federal/state sign laws (e.g., safety, sign clutter, priorities, etc.). It also should outline the Montana process to install/replace highway signs, and recommended process for local officials to assist with signing priorities based on important services/attractions for visitors. Distribute the handbook through tourism, government, and business organizations, and make it available as a downloadable file from the MDT web site. Create statewide design standards for continuity in special tourist corridor signs (loop tour, byway, cultural corridor signs).

Priority: Medium

Responsibility: MDT, TM, LG, TRB, BIZ, MHS, MTRI

Measurable Objectives:

- Present a sign guidelines workshop at the Governor's Conference on Tourism & Recreation
- Complete a draft handbook and distribute electronically by December 2009 for stakeholder/Travel MT review.
- Complete the final sign handbook and distribute statewide by April 1, 2010.

Responsibility to track/report: MDT, Travel Montana

Goal 8: Enhance the “curb appeal” of Montana communities to attract visitors.

Action 8.1: Increase the capacity of Montana communities to be more competitive in tourism.

8.1.a. Continue the Community Tourism Assessment Program (CTAP), to help improve community readiness for tourism. The Montana Community Tourism Assessment Program (CTAP) helps analyze local resident attitudes about (and interest in) tourism, measure community tourism potential, identify gaps in visitor services, and suggest projects or actions that can strengthen the role of tourism in a local economy. CTAP is funded by state lodging facility use tax funds and administered by Travel Montana in coordination with ITRR and MSU. The new Montana Main Street program provides another assessment and revitalization tool for communities, and tourism is a key target market for historic downtown districts. Encourage new Main Street communities to undergo a CTAP assessment.

Priority: High

Responsibility: TM, ITRR, UNIV, MMS, LG

Measurable Objectives:

- In 2008, rename the Community Tourism Assessment Program (CTAP) so it is not confused with the Community Technical Assistance Program (CTAP).
- Refine the tourism assessment process by 2009 and conduct up to three assessments annually thereafter with Main Street communities given first priority.

Responsibility to track/report: Travel Montana

8.1.b. Expand and strengthen the Montana Main Street Program to improve downtown vitality, and extend visitor stays and spending. Montana began its Main Street Program in 2006 with six pilot communities, expanding to seven in 2007. Continue to expand the program so more communities can participate and revitalize their Downtown districts, enhancing their appeal to nonresident travelers. Identify ways that the Montana Main Street Program, Montana Historical Society, Montana Arts Council, Montana Heritage Commission, Travel Montana, and Montana Dept. of Transportation can collaborate to provide technical assistance and support successful revitalization in Montana's Main Street communities. Showcase the increase in tourism and the resulting business growth as a result of improved economic and community development, emerging from historic preservation and sustainable downtown revitalization.

Priority: High

Responsibility: MMS, SG, LG, EDO, BIZ, MHS, MAC, UNIV, MDT, TM

Measurable Objectives:

- Increase the number of Montana communities participating in the Main Street program.
- Track and report Main Street reinvestment statistics annually.

Responsibility to track/report: Montana Main Street

Action 8.2: Implement improvements to make Montana communities more visitor-friendly.

8.2.d. Encourage communities to seek grants for rural cell phone coverage and high-speed Internet service improvements, and evaluate incentives for providers. Travelers expect cell phone and high speed Internet service wherever they travel. Collaborate with telecommunication stakeholders and legislators to explore enhanced incentives for rural communities to provide complete cell phone coverage and high-speed service for visitors and residents.

Priority: Medium

Responsibility: MEDA, DOC, CC, BIZ, SG, LG

Measurable Objectives:

- Complete upgrades to telecom service in five communities per region annually.

Responsibility to track/report: MEDA, Chambers of Commerce

8.2.e. Evaluate state participation in the “RV Friendly” designation program for businesses, attractions, and VICs. Interim Approval for the use of the RV Friendly symbol is granted to any jurisdiction by the Federal Highway Administration. A State may request Interim Approval for all of its jurisdictions, and must agree to

maintain an inventory list of all locations meeting the criteria and displaying the symbol. As of October, 2007, twelve states participate in the RV Friendly road sign initiative: Minnesota, Iowa, New Mexico, New Hampshire, Michigan, Oregon, Louisiana, Tennessee, Washington, Florida, California and Texas. For information: mutcd.fhwa.dot.gov/res-mem_rvf, or mutcd.fhwa.dot.gov/rm_rvf02.

Priority: Medium

Responsibility: MDT, DOC, SG, LG, BIZ, CC, COAM

Measurable Objectives:

- Research the RV Friendly initiative by year end 2008.
- Seek legislative approval, if appropriate, of the RV Friendly sign designation in 2009 or 2011 legislative session.

Responsibility to track/report: MDT, Travel Montana

Goal 9: Increase funding to maintain sustainable tourism and recreation.

As nonresident visitation and Montana's population increase, investments are needed to maintain the state's competitiveness in destination tourism, and to upgrade and maintain public facilities and services to meet resident and nonresident needs and expectations.

Action 9.4: Provide technical assistance and resources to bolster the capacity of local arts and historical organizations and facilities, to help them increase funding for programming, maintenance, and operations.

Offer training and technical assistance for local attractions (museums, theaters, parks, etc.) about potential revenue opportunities and partnerships to support their programs, maintenance, and operations. Opportunities include entrance/ticket sponsorships, 'friends' groups, corporate donations, gift shops, education activities, VIP cards, etc. Emphasize ways to serve high value visitors while also addressing the needs of local residents, school groups, etc. An example is the partnership between the City of Ft. Benton and the Upper Missouri River Breaks National Monument Interpretive Center, where 'friends' groups assist state, county, and federal organizations/agencies.

Priority: High

Responsibility: MHS, MAC, NPS, USFS, FWP, MTRI, BIZ

Measurable Objectives:

- Provide training for 50-100 participants annually from local arts/historical organizations.
- Increase capacity and funding for historic and cultural organizations/attractions, while improving visitor experiences.

Responsibility to track/report: MHS, MAC

Goal 10: Build an effective "team" to implement the Strategic Plan, and report results.

Many different agencies and organizations are responsible for implementation of actions contained in this Strategic Plan. Successful achievement of the vision and goals depends on how these entities work together and communicate effectively.

Action 10.1: Recognize Travel Montana as the "Team Captain" to communicate regularly with partners, and coordinate successful implementation of the actions in the Strategic Plan.

Travel Montana has lead responsibility for Strategic Plan coordination and monitoring, including communication with regions, CVBs, the Tourism Advisory Council, other state/federal agencies, tribes, elected officials, nonprofit organizations, businesses, and communities about Strategic Plan implementation status. It is incumbent upon Travel Montana and other partners to reach out to all areas of the state and engage them in the process, so they can benefit

from it. Partners need to communicate with Travel Montana and report on implementation efforts within their area of responsibility.

Priority: High

Responsibility: TM, ALL

Measurable Objectives:

- Provide an annual report to all tourism/recreation industry partners, and to elected officials, with updates about progress on Strategic Plan objectives and projects.

Responsibility to track/report: Travel Montana

Action 10.2: Create public/private/tribal partnerships for cooperative project implementation.

Partners identify ways that their respective organizations can work together to assist with implementation, develop partnerships, and/or seek resources to support the actions listed in the Strategic Plan.

Priority: High

Responsibility: TM, ALL

Measurable Objectives:

- Create at least two new partnerships in each region annually.

Responsibility to track/report: Regions, CVBs, MTRI, MTTA

Action 10.3: Implement regular Strategic Plan discussion and reporting mechanisms in a variety of venues to ensure that actual tourism and recreation activities are aligned with Strategic Plan goals and actions.

10.3.a. Conduct annual Strategic Plan implementation workshops in each tourism region. Schedule annual implementation workshops in each region, with state/ federal agency and other partners invited, to discuss the status, challenges, and successes of implementation, and track actions, timeline and responsibilities in the plan. Ensure that all areas of the state are engaged in the process.

Priority: High

Responsibility: TM, ALL

Measurable Objectives:

- Conduct at least one implementation workshop per region annually.

Responsibility to track/report: Travel Montana, Regions, MTRI

10.3.c. Submit implementation updates on Strategic Plan actions for an annual report to the Tourism Advisory Council, Governor, and partners. Travel Montana will provide a user-friendly online form for all partners to report annually on Strategic Plan progress, successes, and challenges in their area of responsibility.

Priority: High

Responsibility: TM, ALL

Measurable Objectives:

- Create a user-friendly online form by June 2008 for reporting progress on Strategic Plan objectives and successes.
- Compile the Strategic Plan annual progress report, and distribute to TAC, Governor, legislature, and industry by January 30 annually.

Responsibility to track/report: Travel Montana

Action Table – MT Heritage, History, Arts, AG, Commerce and Revenue				Priority	08	09	10	11	12	Lead	Partners
Goal 1: Increase four-season tourism revenues statewide through effective marketing and promotions, focusing on high-value, low-impact visitors.											
1.1	Implement highly targeted consumer advertising/promotion campaigns										
	1.1.e	Enhance tracking/reporting and ROI from state, regional, and CVB advertising	H							TM	REG, CVB, ITRR, DOR
1.3	Collaborate with tourism marketing partners to plan/implement priority marketing efforts										
	1.3.a	Host an annual marketing plan meeting to coordinate the marketing planning process	H							TM	TAC, REG, CVB, FWP, MHS , MDT, MAC , MHC , NPS, USFS, BLM, FWS, COE, MTTA, TIAM, MSAA
	1.3.b	Implement the new Montana tourism brand	H							TM	REG, CVB, BIZ, MTTA, DOAg , FWP, DOC , MHS , MAC , MHC , DNRC
	1.3.d	Create cooperative marketing campaigns between agriculture and tourism	L							TM	DOAg , REG, NPO, BIZ, MTTA
1.4	Improve Montana's Visitor Information System to extend visitor stays and spending										
	1.4.e	Expand displays of MT destinations/products at all visitor locations statewide	M		MO					TM	MDT, DOC , MTTA, BIZ, CC, NPO, MEDA
Goal 4: Enhance and preserve Montana's culture and history (historic sites, museums, art, music, etc.).											
4.1	Promote existing historic/cultural assets for the enjoyment of residents and visitors										
	4.1.a	Use historic/cultural attractions as venues for conferences, events, and seminars	H							CVB	REG, BIZ, MHS , MHC , MAC , TM, MTTA
	4.1.b	Develop artisan/craftsmen trails statewide to highlight history and culture	M			MO	MO			DOC	TM, MAC , MHS , UNIV, MTTA, REG, NPO
	4.1.c	Enhance the state online calendar of arts/cultural/historic events	H			MO				TM	MAC
	4.1.e	Plan and promote commemorations of historic events in Montana	M		MO	MO	MO			MHS	TM, MTRI, REG, CVB, NPO, BIZ, CC, TRB
4.2	Improve/maintain infrastructure, facilities and services to support heritage/cultural tourism										
	4.2.a	Enhance the interactivity/quality of interpretive displays, programs, and facilities	H							MHS	MAC , FWP, NPS, USFS, COE, BOR, BLM, FWS, TRB, NPO
	4.2.c	Improve infrastructure at historic/cultural sites to expand visitation and seasons	M	MO						MHS	MHC , MTRI, NPS, FWP, TRB, MTTA, LG, TM (TIIP)
	4.2.d	Revitalize historic downtowns as vibrant destinations for travelers	H							MHS	MMS , CC, BIZ
4.3	Continue efforts to preserve Montana tribal culture (stories, arts, language, etc.)										
	4.3.a	Identify tribal fine arts, museums, etc. that create opportunities to learn/observe	H							MTTA	TRB, MIBA, MHS , MAC , DOC
Goal 5: Support appropriate tourism business growth, including new tourism products and services for target customer markets.											
5.1	Cultivate opportunities to leverage private/public funds to create tourism products										
	5.1.c	Encourage use of Made/Grown-in-MT products by restaurants, markets, retailers, etc.	M							DOC	DOAg , BIZ, REG, CVB, TRB, EDO

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Action Table – MT Heritage, History, Arts, AG, Commerce and Revenue					Priority	08	09	10	11	12	Lead	Partners
Goal 6: Address tourism and recreation professional development, workforce availability, training, and affordable housing issues.												
6.1	Enhance professional development opportunities/requirements for tourism organizations											
6.1.b	Sponsor training for staff/volunteer board members of nonprofit tourism, recreation, historic, and cultural organizations and agencies	H									REG	TM, MHS, MAC, MHC, NPS, USFS, FWS, COE, FWP, MMS, MTTA, MNA
6.2	Improve systems to augment Montana’s seasonal workforce for tourism and recreation											
6.2.b	Increase seasonal workforce with volunteers and volun-tourists	M	MO								FWP	MHS, MHC, DLI, USFS, NPS, FWS, BOR, BLM, TRB, CC, TM
6.3	Encourage use of local incentives and federal funds for affordable workforce housing	M									LG	BIZ, CC, NPO, HUD, USDA, TRB, DOC
Goal 7: Improve Montana’s transportation system for both residents and visitors.												
7.6	Develop a user-friendly handbook of information about the highway signing process	M		MO	MO						MDT	TM, LG, TRB, BIZ, MHS, MTRI
Goal 8: Enhance the “curb appeal” of Montana communities to attract visitors.												
8.1	Increase the capacity of Montana communities to be more competitive in tourism											
8.1.a	Continue the Montana Tourism Assessment Program to help communities	H	MO	MO							TM	ITRR, UNIV, MMS, LG
8.1.b	Expand/strengthen Montana Main Street Program to extend visitor stays & spending	H									MMS	SG, LG, EDO, BIZ, MHS, MAC, UNIV, MDT, TM
8.2	Implement improvements to make Montana communities more visitor-friendly											
8.2.d	Encourage communities to seek grants for rural cell phone/high speed Internet	M									MEDA	DOC, CC, BIZ, SG, LG
8.2.e	Evaluate state participation in the RV Friendly designation program	M		MO		MO					MDT	DOC, SG, LG, BIZ, CC, COAM
Goal 9: Increase funding to maintain sustainable tourism and recreation.												
9.4	Provide technical assistance & resources to bolster capacity of local arts/historical organizations	H									MHS	MAC, NPS, USFS, FWP, MTRI, BIZ
Goal 10: Build an effective “team” to implement the Strategic Plan, and report results.												
10.1	Recognize Travel Montana as ‘team captain’ to communicate/coordinate regularly with partners	H									TM	ALL
10.2	Create public/private/tribal partnerships for cooperative project implementation	H									TM	ALL
10.3	Implement Strategic Plan discussion/reporting to align activities with goals and actions											
10.3.a	Conduct annual Strategic Plan implementation workshops in each region	H									TM	ALL
10.3.c	Submit updates on Strategic Plan implementation for Annual Report to TAC, etc.	H	MO								TM	ALL

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